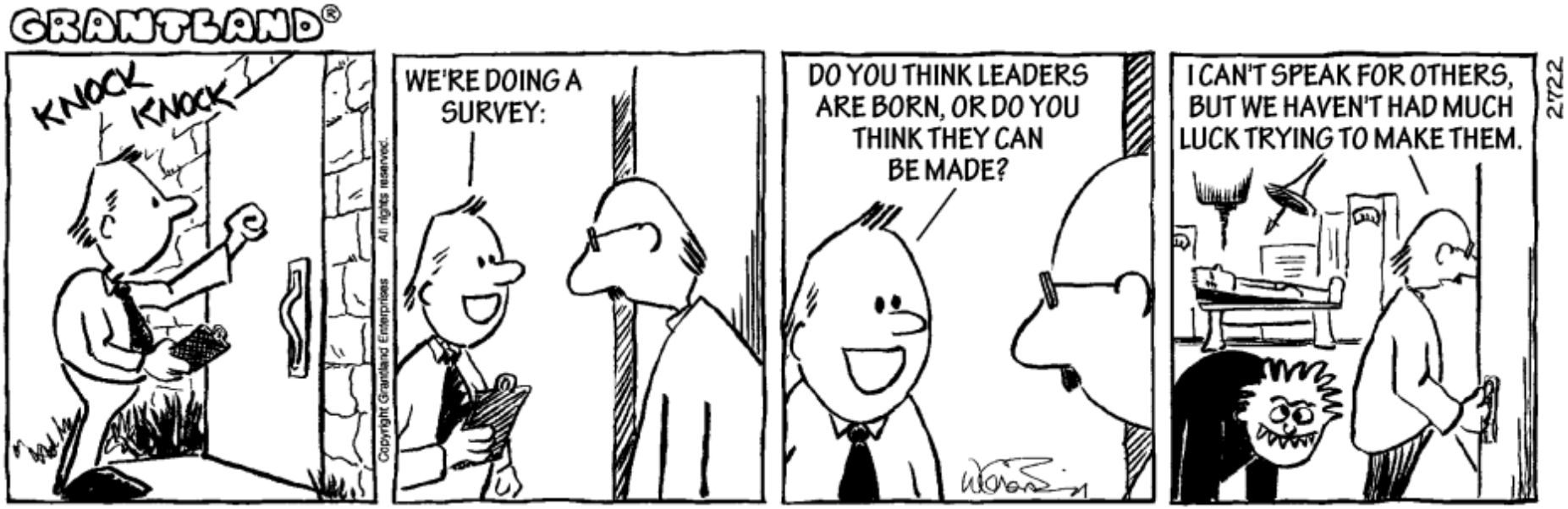
Effective Leadership – a Life-Long Journey

John A. Daniels

31 January 2013_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KNOCK KNOCK
WE'RE DOING A SURVEY:
DO YOU THINK LEADERS ARE BORN, OR DO YOU THINK THEY CAN BE MADE?
I CAN'T SPEAK FOR OTHERS, BUT WE HAVEN'T HAD MUCH LUCK TRYING TO MAKE THEM.
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What is Leadership?

" **Leadership**: the art of getting someone else to do something you
want done because he [or she] wants to do it."

Dwight D Eisenhower

" **Leadership**: The capacity and will to rally people to a common purpose together with the character that inspires confidence and trust"

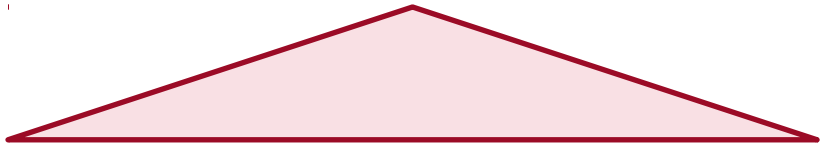
Field Marshal Montgomery

General George C. Marshall

"It has become clear to me that at the age of 58 I would have to learn new tricks that were not taught in the military manuals or on the battlefield. In this position I am a political soldier and will have to put my training in rapping-out orders and making snap decisions on the back burner, and have to learn the arts of persuasion and guile. <u>I must become an</u> expert in a whole new set

Leadership
(Gen Omar Bradley)

Communications, Compassion, and Confidence



"Leadership in a democratic Army means firmness, not harshness; understanding, not weakness; justice, not license; humaneness, not intolerance; generosity, not selfishness; pride, not egotism."

"Far from being a handicap to command, compassion is the measure of it. For unless one values the lives of his soldiers and is tormented by their ordeals, he is unfit to command."

Effective Leadership – a Life-Long Journey

"Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience."

Arthur G. Jago, 1982

"Leader development is achieved through lifelong synthesis of the knowledge, skills, and experiences gained through institutional training and education, organizational training, operational experience, and self-development."

Army

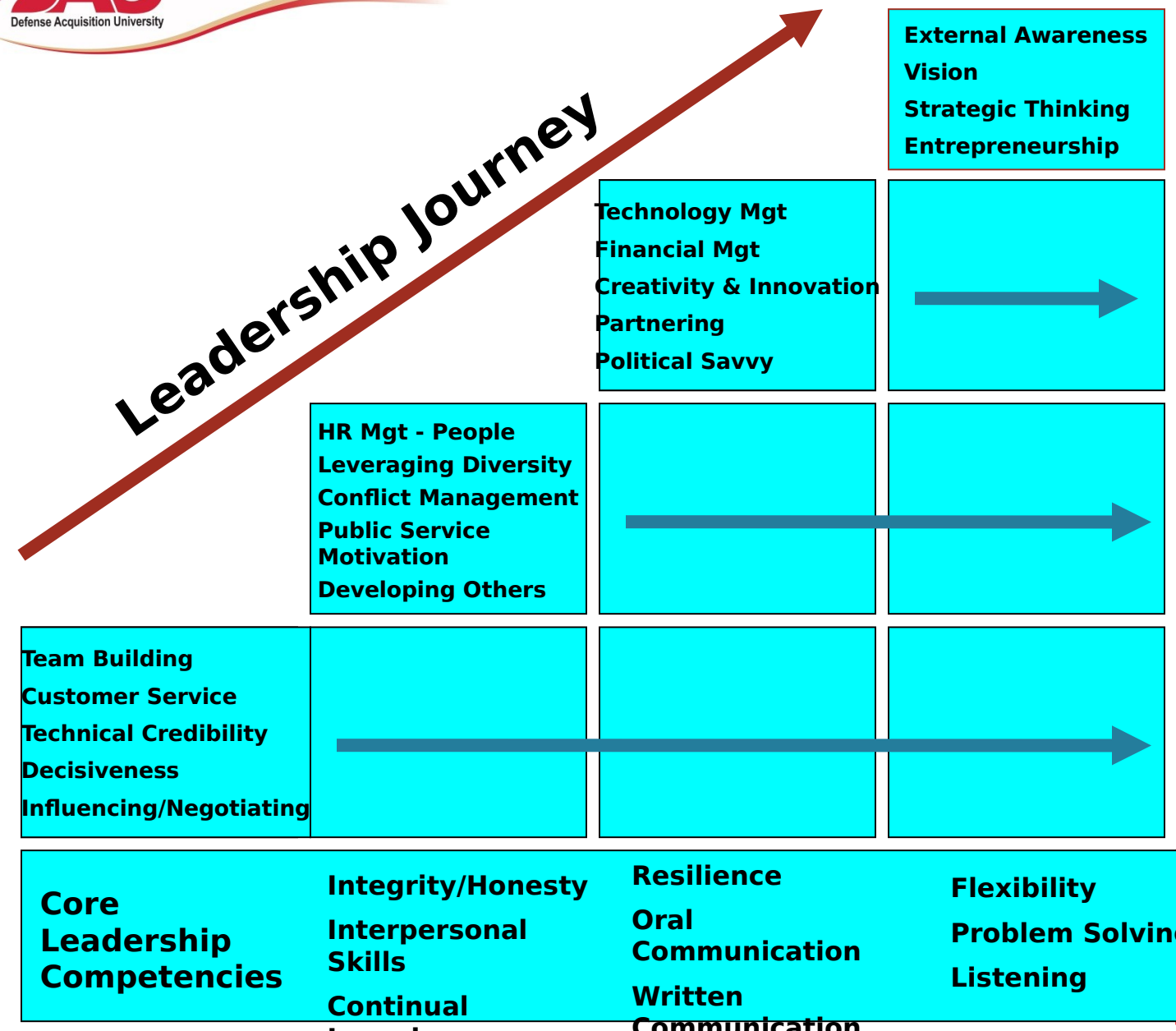
Effective Leadership – You're Responsible

Becoming an effective leader is hard work

- There is no magic pill or fairy dust

ou will be put in tough situations in the future – count on it!

- Will you be ready to lead?
- How are you preparing for future leadership challenges?



Leading Organizations (**Executive**)

Managing Programs (**Manager**)

Managing People (**Supervisor**)

Managing Projects **Team Lead/PM**

Managing Self (**all Employees**)

Modified OPM Chart -- Reference: http://www.fsa.usda.gov/Internet/FSA_File/opmcompetencychart.pdf

Leadership

Who are your favorite leaders?

about the most effective leaders you've work

What attributes made him/her a success?

Trust – An Essential Attribute for Leaders

Trust

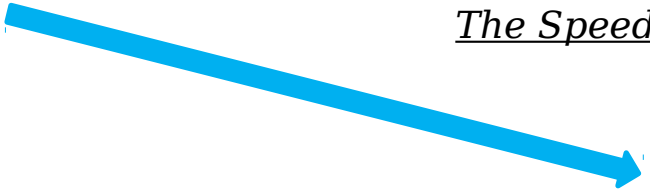
n you trust people, you have confidence in them – i
integrity and in their abilities."

The Speed of Trust, Stephen Cov

Leadership Abilities
(Three Examples)

hen you trust people, you have confidence in them – in their
egrity and in their abilities."

The Speed of Trust, Stephen Covey,



e areas to consider in terms of enhancing your leadership al

1. How well do you understand the impact of your biases

2. How often do you "lead with questions"?

3. How skilled are you in your ability to effectively communicate?

Understanding the Impacts of Your Biases

- Your ability to lead is impacted by the quality of your decisions
- And, the quality of your decisions can be dramatically affected

  by your biases

  - Biases come from a variety of sources: your life experiences, your up-bringing, time you have to make a decision, information overload, failure to understand relevance of conflicting data, and your ability to think critically

- A bat and ball cost a dollar and ten cents. The bat costs a dollar more than the ball. **How much does the ball cost**?

Asked about the bat and the ball, we forget our arithmetic lessons and instead default to the answer that requires the least mental effort

Why Smart

Understanding the Impact of Your Biases – cont'd

- Availability Bias ("recallability trap"):
  - When we judge probabilities on the basis of how easily examples come to mind
  - "Overly influenced by dramatic events – those that leave a strong impression on our memory"

The Hidden Traps in Decision Making, Hammond, Keeney, Raiffa

Winning the Lottery – you aren't going to win!

How about swimming in the ocean after watching "Jaws"

Understanding the Impact of Your Biases – cont'd

"Sometimes the fault lies not in the decision-making process but rather
in the mind of the decision maker. The way the human brain works can sabotage our decisions."

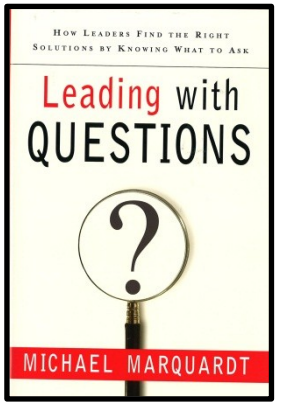
The Hidden Traps in Decision Making, Hammond, Keeney, Raiffa

What makes all these traps so dangerous is their invisibility. Bec
y are hardwired into our thinking process, we fail to recognize
m – even as we fall right into them."

The Hidden Traps in Decision Making, Hammond, Keeney, Raiffa

Want to learn more? "***Decisions Without Blinders***" Bazerman and Chugh

Leading with Questions



"Successful and effective leaders create the conditions
and environment to ask and be asked questions."

Leading with Questions, Michael Marquardt

"Sincere asking demonstrates a willingness to learn, a desire to serve and a humility that can be an inspiration for the entire organization."

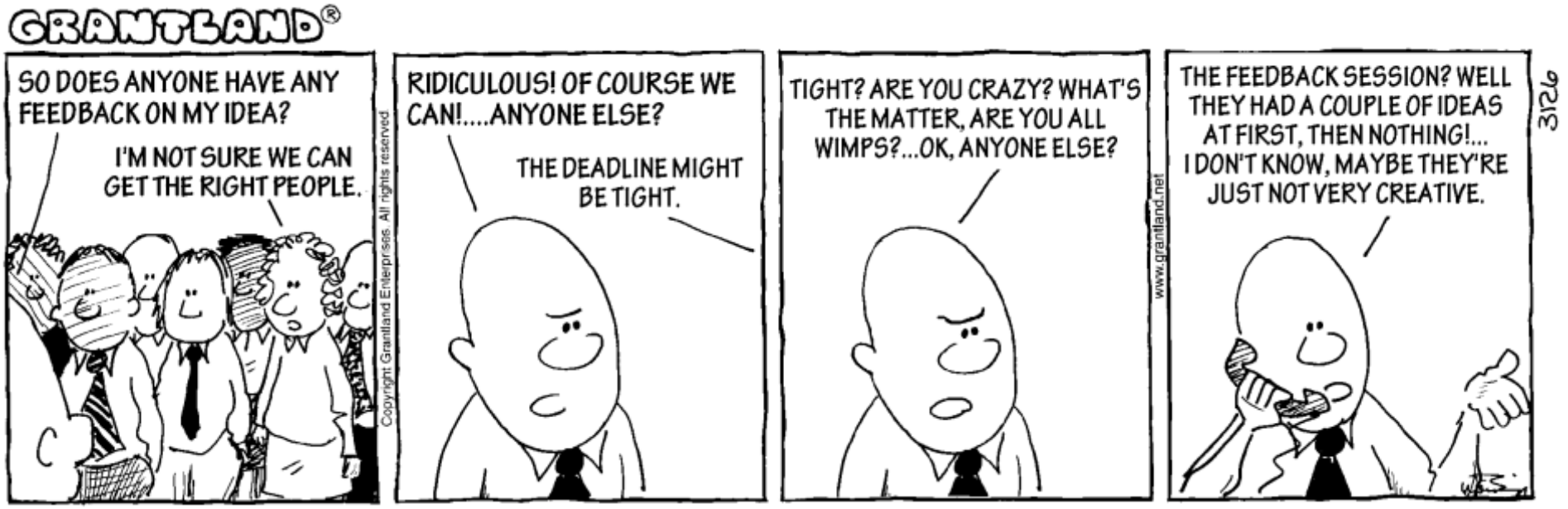
Ask, Learn, Follow Up and Grow, Marshall Goldsmith

"… leaders must be the ones who indeed ask the most and
the best questions."

Winning, Jack Welch

Leading with Questions —cont'd

- Asking questions empowers your employees/peers/co-workers
  - They come up with solutions, not you
  - Builds their self-confidence – you become a "coach"
  - Shows you value their opinions/ideas
    - Who are you growing to replace you?
    - Provides you with different perspectives
      - ✓ Can help you overcome your own biases
      - ✓ Puts other possible solutions on the table
- Think about the complexity of your workplace and mission
  - You can't possibly know everything
  - Ask more questions – make fewer statements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SO DOES ANYONE HAVE ANY FEEDBACK ON MY IDEA?
I'M NOT SURE WE CAN GET THE RIGHT PEOPLE.
RIDICULOUS! OF COURSE WE CAN!....ANYONE ELSE?
THE DEADLINE MIGHT BE TIGHT.
TIGHT? ARE YOU CRAZY? WHAT'S THE MATTER, ARE YOU ALL WIMPS?...OK, ANYONE ELSE?
THE FEEDBACK SESSION? WELL THEY HAD A COUPLE OF IDEAS AT FIRST, THEN NOTHING!... I DON'T KNOW, MAYBE THEY'RE JUST NOT VERY CREATIVE.
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Effective Communication

- **How skilled are you as a communicator? How do you know?**
  - Do others become defensive or mad when listening to you?
  - Do you avoid conversations that need to occur?
  - Could better communication skills improve your relationships?
  - Do your employees/co-workers eagerly share their ideas with you?

tive Listening – probably one of the hardest things to do well

Maintain good eyecontact

Remove distractions (e.g., your computer screen)

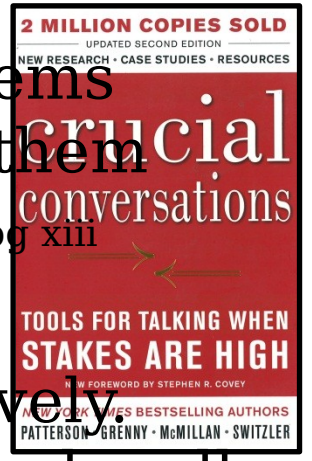
Assume noble intent – keep an open mind

Listen – don't provide your advice unless it is asked for

Let the speaker finish what they have to say – ask questions to c

"Communication … does not occur unless the listener's mind reaches out
to catch what is in the mind of the speaker…use your ears, eyes, and mind"

Effective Communication—cont'd


2 MILLION COPIES SOLD
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crucial conversations
TOOLS FOR TALKING WHEN STAKES ARE HIGH
NEW FOREWORD BY STEPHEN R. COVEY
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the root cause of many – if not most – human problems
s in how people behave when others disagree with them
out high-stakes, emotional issues." *Crucial Conversations*, pg xiii

notions don't exactly prepare us to converse effectively.
tless generations of genetic shaping drive humans to handle
al conversations with flying fists and fleet feet, not intelligent
asion and gentle attentiveness." *Crucial Conversations*, pg 5

BEFORE your Crucial Conversation: "**work on me first**"

- ✓ "Where are you stuck?
- ✓ What do you really want?
- ✓ Master the "stories" you're telling yourself"

"Nothing in this world is good or bad, but thinking makes it so"

Willi

Summary

"Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience."

Arthur G. Jago, 1982

- We discussed three potential areas for self-study
  - ✓ Understanding the impact of your biases
  - ✓ The Power of Leading with Questions
  - ✓ Effective Communications

Recommended Reading (Self-Study/Self-Development)

The Speed of Trust, Stephen M.R. Covey
The Hidden Traps in Decision Making, Hammond, Keeney, Raiffa, Harvard Business Review
Decisions Without Blinders, Bazerman, Chugh, Harvard Business Review
Leading with Questions, Michael Marquardt
Ask, Learn, Follow Up and Grow, Marshall Goldsmith
Winning, Jack Welch
Crucial Conversations - Tools for Talking When Stakes are High, Patterson, Grenny, McMillian, Switzler
How to Speak How to Listen, Mortimier J. Adler
Thinking Fast and Slow, Daniel Kahneman

The 10 Worst Leadership Mistakes
http://www.ncmahq.org/files/Articles/CM0910%20-%2042-49.pdf

FM 6-22: Army Leadership [Competent, Confident, and Agile]
http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm6_22.pdf

Army Regulation 600-100; ***Army Leadership***, 8 March 2007
http://www.apd.army.mil/pdffiles/r600_100.pdf

What Got you Here Won't Get you There, Goldsmith

Back Up Information

Integrity

Integrity: adherence to moral principles; honesty
http://www.thefreedictionary.com/integrity

Integrity is the following of moral or ethical principles. When someone is said to be a person of integrity, this generally means that he/she is considered to have a strong moral character. Integrity is thought by many to be one of the most important virtues a person can possess

Integrity Requires Consistency. To have integrity, a person must base his/her actions upon a well-thought out framework of moral principles. What he/she does should be the same as what he/she says

Integrity Is Based on Ethics. While integrity is the following of moral or ethical principles, ethics is the development of the actual standards which are to be followed including what is right and wrong, and what is moral and immoral.

Determining What Is Ethical. There are many ways and guidelines to determine what is ethical:

Public Policy - Sometimes public policy determines what is ethical. If you behave in line with what most people believe is right, you will be behaving ethically; but, what if everyone believes it is right to have slaves or to kill elderly people? In those cases, the popular beliefs would not be ethical or moral even though a code of society says they are alright.

Personal Judgment - What is ethical can come from what you know in your heart is right. However, people from different cultural backgrounds and different situations may have different moral codes.

Moral Truths - Deciding what is ethical can come from widely held beliefs. For example, it is widely considered an inalienable truth that killing is wrong, but even this creates ethical problems. What about killing in war or assisted suicides, for example?

Backup Info

Quote Chart 2; **Arthur G. Jago**, Professor of Management , Trulaske College of Business, University of Missouri, Columbia, MO. Professor of Management. B.S.M.E. Northwestern University, 1972; M. Phil. Yale University, 1975; Ph.D. Yale University, 1977. He came to the University of Missouri from the University of Houston where he held the Baker Hughes Professorship of Business Administration. His teaching and research interests include leadership and managerial decision-making. His publications have appeared in twenty-four different journals and edited volumes. Additionally, he has authored (with V. Vroom) *The New Leadership: Managing Participation in Organizations*, originally published by Prentice-Hall and subsequently translated into German, Spanish, and Korean. He is a member of the Academy of Management, the Decision Sciences Institute, American Psychological Association, Society for Industrial Organizational Psychologists, and has served on the editorial board of *Journal of Applied Psychology* and now serves on the editorial board of *The Journal of Management*. He was the 1972 recipient of the Northwestern University Technological Institute Alumni Award and seven teaching and research awards at the University of Houston. He was twice a Guest Professor at the Johannes Kepler Universität, Austria under the terms of two Senior Fulbright Awards (1984 and 1992). He has lectured throughout the United States and in ten foreign countries.

"The test of a leader lies in the reaction and response of his followers. He should not have to impose authority. Bossiness in itself never made a leader. He must make his influence felt by example and the instillment of confidence in his followers. Remember, a good leader is one who causes or inspires others, staff or subordinate commanders, to do the job. His worth as a leader is measured by the achievements of the led. This is the ultimate test of his effectiveness." Gen Omar Bradley

Backup

LESSON 2

"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

If this were a litmus test, the majority of CEOs would fail. One, they build so many barriers to upward communication that the very idea of someone lower in the hierarchy looking up to the leader for help is ludicrous. Two, the corporate culture they foster often defines asking for help as weakness or failure, so people cover up their gaps, and the organization suffers accordingly. Real leaders make themselves accessible and available. They show concern for the efforts and challenges faced by underlings, even as they demand high standards. Accordingly, they are more likely to create an environment where problem analysis replaces blame.